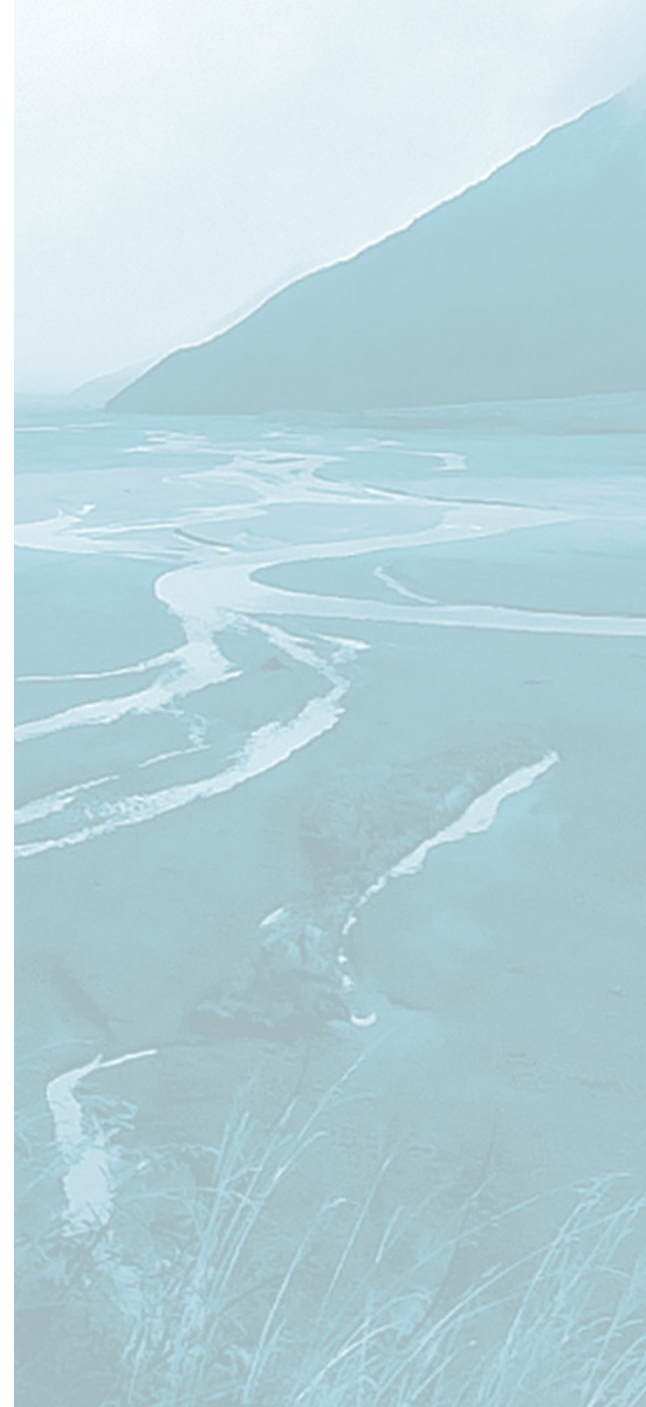


Introduction to Adaptive Leadership

Share & Learn Webinar

Marc Ross Manashil

January 15, 2019



WebEx Tips

- Attendees are automatically MUTED upon entry
- Use the chat box if you have questions or would like to participate
- Direct messages to Jodie (host) if you have any technical issues
- As you listen to the webinar, start gathering your ideas for your adaptive challenge, which you will be bringing to the Feb 11-12 convening.
- This meeting is being recorded. Slides and the recording will be posted on the [Delta Center website](#).

“Achievement-Based” Objectives

- Understood rationale for adaptive leadership: why organizations must discern what to preserve, what to discard, & where to innovate in order to thrive.
- Differentiated "technical" from "adaptive" challenges.
- Capable of framing an adaptive challenge (based on your journey toward VBP/C) in preparation of more in-depth application of adaptive leadership concepts at Feb 11-12 convening.

Today's Faculty



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Today's Agenda

1. Introductions & Today's Webinar Topic (5 min)
2. Framework Introduction & the Imperative of Adaptation (15 min)
3. Overview of Authority & Leadership (15 min)
4. Overview & Application of Technical vs. Adaptive Challenges (20 min)
5. Next Steps & Wrap-up (5 min)



Introduction to Adaptive Leadership

Imperative of Adaptation

- Preserving what works
- Discarding what doesn't
- Learning new practices
- Accompanying people through loss
(at a rate they can absorb)



POLL: (Type into Chat Box)

Think about your association and the shift to value-based payment and care:

What is one thing that is important to preserve (core to your work)?



POLL: (Type into Chat Box)

Think about your association and the shift to value-based payment and care:

What is one thing that needs to be discarded (holding you back)?



POLL: (Type into Chat Box)

Think about your association and the shift to value-based payment and care:

What is one thing that you need to do to innovate (to fill the gap of what needs to be discarded)?



Authority & Leadership

Authority vs. Leadership

Authority vs. Leadership

NOTE: One not need be in a position of authority to exercise leadership

Authority	Leadership
• Role, position or power	• Activity
• Direction	• Something you do rather than your position
• Protection	• Anyone can take up leadership
• Order	

Authority vs. Leadership

Authority vs. Leadership

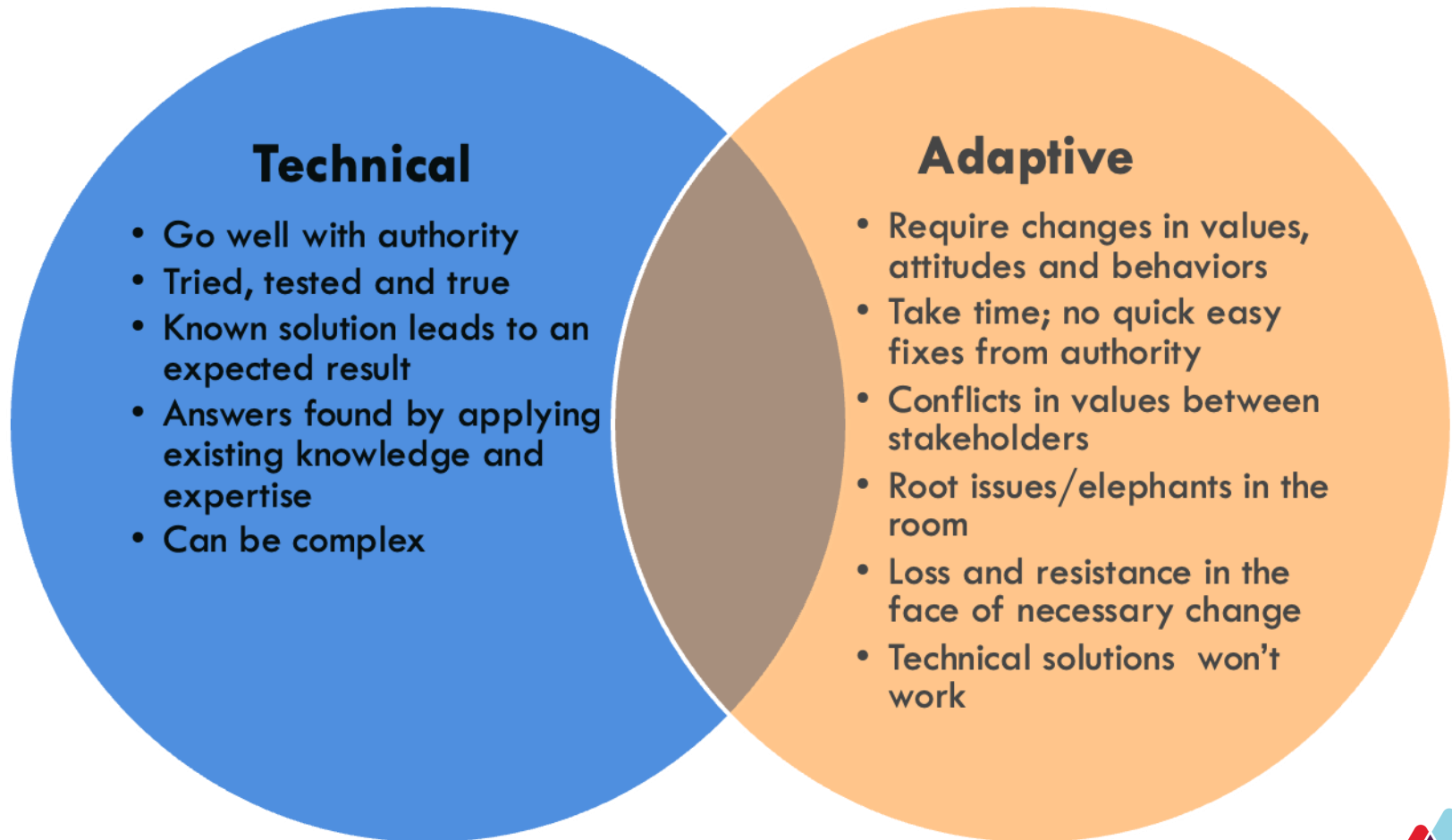
NOTE: One not need be in a position of authority to exercise leadership

Authority	Leadership
<ul style="list-style-type: none">• Preserving what works	<ul style="list-style-type: none">• Discarding what doesn't work
<ul style="list-style-type: none">• Maintaining the status quo (not always bad!)	<ul style="list-style-type: none">• Challenging the status quo (not always good!)
<ul style="list-style-type: none">• Following a known path	<ul style="list-style-type: none">• Pushing boundaries of our authority
<ul style="list-style-type: none">• Setting & meeting expectations	<ul style="list-style-type: none">• Dangerous, requires purpose
<ul style="list-style-type: none">• Can be given & taken away	<ul style="list-style-type: none">• Never given, always taken



Technical & Adaptive Challenges

Technical vs. Adaptive Challenges



Technical vs. Adaptive Challenges

- Describe an important challenge that you are facing in your work as you work toward value-based payment and care. (Avoid personality issues!)
- Describe the **larger challenge** in the left column
- What are the **technical aspects** of dealing with the challenge? (center column)
- What are the **adaptive aspects** that must be addressed over the long-term? (right column)

Describe an internal challenge at your organization or practice. (Avoid personality issues!)		
Challenge	Technical	Adaptive
What is the larger challenge you are facing?	What are the technical aspects of dealing with the challenge?	What are the adaptive aspects that must be addressed over the long-term?

Technical & Adaptive Challenges:

Example from North Carolina (i2i)

Describe an internal challenge at your organization or practice. (Avoid personality issues!)		
Challenge	Technical	Adaptive
<p><i>What is the larger challenge you are facing?</i></p> <p>While there is a recognition by our providers of the value of VBP/C, the work of trying to make that a reality is paralyzing them (e.g., every day things that are keeping them in business are feeling threatened, even though these changes will eventually make their work easier).</p>	<p><i>What are the technical aspects of dealing with the challenge?</i></p>	<p><i>What are the adaptive aspects that must be addressed over the long-term?</i></p>

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Framing Your Adaptive Challenge

*How to [achieve the desired change]
against the backdrop of
[the countervailing forces that are keeping the
needed change from happening].*

Framing Your Adaptive Challenge

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Pointers:

- Use **this format!**
- Avoid a **technical framing** of the challenge (i.e., solution)
- **Avoid personalizing.** Stick to the challenge
- What is the **larger change** being sought? (Pt. 1)
- What **organizational force** stands in the way? (Pt. 2)
- What is **happening culturally** that prevents the change?

Framing Your Adaptive Challenge

Example from North Carolina (i2i)

*How to increase commitment of providers to VBC/P
against the backdrop of
widespread feelings of overwhelm due to the
unknowns of change, and managing competing
“fires.”*



Next Steps

- Using this worksheet, work as a team to develop and frame *your* adaptive challenge; bring to Feb 11-12 convening.
 - Each state can bring one challenge that you share with your counterpart association, or one PER association. Decide together how you would like to proceed.
- Topics for Feb 12
 - Diagnosing the System
 - Taking Action & Running Experiments

Email Juliane@careinnovations.org if you have any questions on your challenge.

Thank you for participating!

For questions, please email:

marc@elevenplusyou.com

Funding Statement

Support for this webinar was provided by the Robert Wood Johnson Foundation (RWJF). The views expressed here do not necessarily reflect the views of the Foundation.